

Company registration number 03757421 (England and Wales)

QUEENWOOD GOLF CLUB LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

QUEENWOOD GOLF CLUB LIMITED

COMPANY INFORMATION

Directors Mr F D Green
Ms L C Green
Mr D O Haythe
Mr J J Moore
Mr G Tvedt

Company number 03757421

Registered office Stonehill Road
Ottershaw
Surrey
KT16 0AQ

Auditor Kirk Rice LLP
The Courtyard
High Street
Ascot
Berkshire
SL5 7HP

QUEENWOOD GOLF CLUB LIMITED

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QUEENWOOD GOLF CLUB LIMITED

STRATEGIC REPORT

FOR THE YEAR ENDED 31 DECEMBER 2021

The directors present the strategic report for the year ended 31 December 2021.

Review of the business

The company continued to operate Queenwood Golf Club to the highest possible standards, both internally in the clubhouse and externally on the golf course, and is now considered an industry leader in the field. Demand for membership at the club house remains healthy and the Club continues to attract high-calibre candidate clients. The Club continues to build capital resources to serve its reinvestment needs and secure its long-term position.

The results of the year and financial position of the company are as shown in the annexed financial statements.

The company's key financial highlights are as follows:

	2021	2020
	£	£
Turnover	5,949,264	4,999,850
Profit before tax	964,159	441,040

Principal risks and uncertainties

The company's key risk is that of recoverability of membership subscriptions, ensuring that there is enough liquidity to meet its short term obligations and its ability to continue attracting membership candidates. The key risks affecting the company are described in note 18 of the financial statements.

Risk Management

The membership subscriptions are managed in respect of credit and cash flow risk by regular monitoring of the amounts outstanding and continuing to offer the highest possible quality of facilities ensure that there are continuing membership candidates.

Global Pandemic

As with many companies in the UK, significant risks to the business are the widespread outbreak of infectious disease (coronavirus (COVID 19)).

The directors have carried out a robust assessment of the principal risks of the likelihood and consequences of the coronavirus, which can cause disruption of operational activities, impact the well-being of our people and loss of employees. Health and Safety of our staff is our number one priority.

The coronavirus is particularly likely to impact on:

- provision of services - the lack of ability for employees and contractors to move in and out of affected regions could be a significant barrier to service provision, as well as temporary government restrictions on playing golf.

However, golf has been well placed to conform to government legislation on social distancing and outdoor activities. Despite the difficulties, the sport has enjoyed an upsurge of interest globally since the pandemic which bodes well for the coming years

Going Concern

Considering the impact of COVID 19, directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for foreseeable future. For this reason, the Company continues to adopt going concern basis in preparing the financial statements.

QUEENWOOD GOLF CLUB LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

On behalf of the board

Mr G Tvedt

Director

10 October 2022

QUEENWOOD GOLF CLUB LIMITED

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2021

The directors present their annual report and financial statements for the year ended 31 December 2021.

Principal activities

The principal activity of the company in the year under review continued to be that of the operation of Queenwood Golf Club.

Dividends

The results for the year are set out on page 8.

No ordinary dividends were paid. The directors do not recommend payment of a final dividend.

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

Mr F D Green
Ms L C Green
Mr D O Haythe
Mr J J Moore
Mr G Tvedt

Auditor

Kirk Rice LLP were appointed as auditor to the company and in accordance with section 485 of the Companies Act 2006, a resolution proposing that they be re-appointed will be put at a General Meeting.

Statement of directors' responsibilities

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

QUEENWOOD GOLF CLUB LIMITED

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

On behalf of the board

Mr G Tvedt
Director

10 October 2022

QUEENWOOD GOLF CLUB LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF QUEENWOOD GOLF CLUB LIMITED

Opinion

We have audited the financial statements of Queenwood Golf Club Limited (the 'company') for the year ended 31 December 2021 which comprise the statement of comprehensive income, the balance sheet, the statement of changes in equity, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

QUEENWOOD GOLF CLUB LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF QUEENWOOD GOLF CLUB LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our audit approach was developed by obtaining an understanding of the company's activities, the key functions undertaken on behalf of the Board by management, and the overall control environment. Based on this understanding we determined an overall materiality and assessed those aspects of the company's transactions and balances which were most likely to give rise to a material misstatement and were most susceptible to irregularities including fraud or error. Specifically, we identified what we considered to be key audit risks and planned our audit approach accordingly.

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates, and considered the risk of acts by the company which were contrary to applicable laws and regulations, including fraud. These included but were not limited to compliance with Companies Act 2006 and FRS 102.

We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

Using the risk assessment, alongside our understanding of the company's business and their control environment, we considered our approach to ensure sufficient coverage was obtained across the entire financial statements. Our tests included, but were not limited to:

- Agreement of the financial statements disclosures to underlying supporting documentation;
- Enquiries of management;
- Considering the effectiveness of the control environment in monitoring compliance with laws and regulations.

QUEENWOOD GOLF CLUB LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF QUEENWOOD GOLF CLUB LIMITED

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. As in all of our audits we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

David Forinton
Senior Statutory Auditor
For and on behalf of Kirk Rice LLP

12 October 2022

Statutory Auditor

The Courtyard
High Street
Ascot
Berkshire
SL5 7HP

QUEENWOOD GOLF CLUB LIMITED

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	2021 £	2020 £
Turnover	3	5,949,264	4,999,850
Cost of sales		(571,443)	(365,291)
		<hr/>	<hr/>
Gross profit		5,377,821	4,634,559
Administrative expenses		(4,524,667)	(4,431,718)
Other operating income		178,905	305,826
		<hr/>	<hr/>
Operating profit	4	1,032,059	508,667
Interest payable and similar expenses	8	(67,900)	(67,627)
		<hr/>	<hr/>
Profit before taxation		964,159	441,040
Tax on profit	9	-	-
		<hr/>	<hr/>
Profit for the financial year		<u>964,159</u>	<u>441,040</u>

The profit and loss account has been prepared on the basis that all operations are continuing operations.

QUEENWOOD GOLF CLUB LIMITED

BALANCE SHEET

AS AT 31 DECEMBER 2021

	Notes	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	10		14,403,258		14,865,703
Current assets					
Stocks	11	312,017		298,865	
Debtors	12	1,244,377		827,576	
Cash at bank and in hand		4,499,615		2,649,504	
		<u>6,056,009</u>		<u>3,775,945</u>	
Creditors: amounts falling due within one year	13	<u>(816,790)</u>		<u>(547,406)</u>	
Net current assets			<u>5,239,219</u>		<u>3,228,539</u>
Total assets less current liabilities			<u>19,642,477</u>		<u>18,094,242</u>
Creditors: amounts falling due after more than one year	14		<u>(801,879)</u>		<u>(1,176,847)</u>
Net assets			<u><u>18,840,598</u></u>		<u><u>16,917,395</u></u>
Capital and reserves					
Called up share capital	17		282		275
Share premium	18		12,508,174		11,130,126
Revaluation reserve	18		435		435
Retained earnings	18		6,331,707		5,786,559
Shareholders' funds			<u><u>18,840,598</u></u>		<u><u>16,917,395</u></u>

The financial statements were approved by the board of directors and authorised for issue on 10 October 2022 and are signed on its behalf by:

Mr G Tvedt
Director

Company Registration No. 03757421

QUEENWOOD GOLF CLUB LIMITED

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2021

	Called up share capital	Share premium	Revaluation reserve	Retained earnings	Total
Notes	£	£	£	£	£
Balance at 1 January 2020	274	10,855,923	435	5,574,128	16,430,760
Year ended 31 December 2020:					
Profit and total comprehensive income for the year	-	-	-	441,040	441,040
Issue of share capital	17	14	1,810,075	-	1,810,089
Conversion of loan to shares	17	-	(1,518,378)	-	(1,518,378)
Redemption of shares	17	(13)	-	(228,609)	(228,622)
Other movements	-	(17,494)	-	-	(17,494)
Balance at 31 December 2020	275	11,130,126	435	5,786,559	16,917,395
Year ended 31 December 2021:					
Profit and total comprehensive income for the year	-	-	-	964,159	964,159
Issue of share capital	17	27	3,918,571	-	3,918,598
Conversion of loan to shares	17	-	(2,540,523)	-	(2,540,523)
Redemption of shares	17	(20)	-	(419,011)	(419,031)
Balance at 31 December 2021	282	12,508,174	435	6,331,707	18,840,598

QUEENWOOD GOLF CLUB LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	21	1,147,242		801,157	
Interest element of finance lease payments paid			(67,900)		(67,627)
Net cash inflow from operating activities		1,079,342		733,530	
Cash flows from investing activities					
Purchase of tangible fixed assets		(71,464)		(39,608)	
Net cash used in investing activities			(71,464)		(39,608)
Cash flows from financing activities					
Proceeds from issue of shares		3,952,775		1,810,089	
Redemption of shares		(2,959,554)		(1,764,493)	
Payment of finance leases obligations		(150,988)		(216,504)	
Net cash generated from/(used in) financing activities			842,233		(170,908)
Net increase in cash and cash equivalents		1,850,111		523,014	
Cash and cash equivalents at beginning of year		2,649,504		2,091,874	
Effect of foreign exchange rates			-		34,616
Cash and cash equivalents at end of year		4,499,615		2,649,504	

QUEENWOOD GOLF CLUB LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

1 Accounting policies

Company information

Queenwood Golf Club Limited is a private company limited by shares incorporated in England and Wales. The registered office is Stonehill Road, Ottershaw, Surrey, KT16 0AQ.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

Considering the impact of COVID-19, directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for foreseeable future. For this reason, the Company continues to adopt the going concern basis in preparing the financial statements.

1.3 Turnover

Turnover represents members' club subscription receivable and other golfing and ancillary income receivable from members and visitors, which is recognised on provision of services. Member's joining fees are recognised on receipt and ongoing membership fees are received in advance and released to the income statement over the relevant period.

1.4 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	No depreciation is provided for on freehold land
Plant and equipment	10% - 33.3% on cost
Construction costs	2% on cost
Computers	10% - 33.3% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to profit or loss.

1.5 Impairment of fixed assets

At each reporting period end date, the company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

1.6 Stocks

Stocks are stated at the lower of average cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

QUEENWOOD GOLF CLUB LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

1 Accounting policies (Continued)

1.7 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Financial instruments

Other financial assets

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Other financial liabilities

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or finance income as appropriate, unless hedge accounting is applied and the hedge is a cash flow hedge.

Debt instruments that do not meet the conditions in FRS 102 paragraph 11.9 are subsequently measured at fair value through profit or loss. Debt instruments may be designated as being measured at fair value through profit or loss to eliminate or reduce an accounting mismatch or if the instruments are measured and their performance evaluated on a fair value basis in accordance with a documented risk management or investment strategy.

Derecognition of financial liabilities

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

QUEENWOOD GOLF CLUB LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

1 Accounting policies (Continued)

1.9 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.10 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.11 Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessees. All other leases are classified as operating leases.

Assets held under finance leases are recognised as assets at the lower of the assets fair value at the date of inception and the present value of the minimum lease payments. The related liability is included in the balance sheet as a finance lease obligation. Lease payments are treated as consisting of capital and interest elements. The interest is charged to profit or loss so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Hire purchase and leasing commitments

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

The interest element of these obligations is charged to profit or loss over the relevant period. The capital element of the future payments is treated as a liability.

1.12 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

1.13 Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation in the period are included in profit or loss.

QUEENWOOD GOLF CLUB LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Turnover and other revenue

	2021	2020
	£	£
Turnover analysed by class of business		
Subscription income	3,970,968	3,979,194
Golfing & ancillary income	1,978,296	1,020,656
	<u>5,949,264</u>	<u>4,999,850</u>

	2021	2020
	£	£
Turnover analysed by geographical market		
United Kingdom	<u>5,949,264</u>	<u>4,999,850</u>

	2021	2020
	£	£
Other revenue		
Grants received	<u>178,905</u>	<u>305,826</u>

4 Operating profit

	2021	2020
	£	£
Operating profit for the year is stated after charging/(crediting):		
Exchange gains	(76,023)	(50,202)
Government grants	(178,905)	(305,826)
Depreciation of owned tangible fixed assets	391,693	374,067
Depreciation of tangible fixed assets held under finance leases	<u>142,216</u>	<u>142,216</u>

5 Auditor's remuneration

	2021	2020
	£	£
Fees payable to the company's auditor and associates:		
For audit services		
Audit of the financial statements of the company	<u>12,650</u>	<u>11,500</u>

QUEENWOOD GOLF CLUB LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

6 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

	2021 Number	2020 Number
Management	3	3
Operations	68	65
Total	<u>71</u>	<u>68</u>

Their aggregate remuneration comprised:

	2021 £	2020 £
Wages and salaries	2,565,718	2,426,536
Social security costs	237,166	229,543
Pension costs	98,153	101,856
	<u>2,901,037</u>	<u>2,757,935</u>

7 Directors' remuneration

	2021 £	2020 £
Remuneration for qualifying services	<u>192,080</u>	<u>176,284</u>

8 Interest payable and similar expenses

	2021 £	2020 £
Other finance costs:		
Interest on finance leases and hire purchase contracts	<u>67,900</u>	<u>67,627</u>

QUEENWOOD GOLF CLUB LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

9 Taxation

The actual charge for the year can be reconciled to the expected charge for the year based on the profit or loss and the standard rate of tax as follows:

	2021 £	2020 £
Profit before taxation	964,159	441,040
Expected tax charge based on the standard rate of corporation tax in the UK of 19.00% (2020: 19.00%)	183,190	83,798
Tax effect of expenses that are not deductible in determining taxable profit	3,239	-
Unutilised tax losses carried forward	(243,871)	(150,296)
Permanent capital allowances in excess of depreciation	57,442	66,498
Taxation charge for the year	-	-

10 Tangible fixed assets

	Freehold land and buildings £	Plant and equipment £	Construction costs £	Computers £	Total £
Cost					
At 1 January 2021	3,795,251	2,748,201	15,668,352	60,703	22,272,507
Additions	-	69,700	-	1,764	71,464
At 31 December 2021	3,795,251	2,817,901	15,668,352	62,467	22,343,971
Depreciation and impairment					
At 1 January 2021	-	1,639,899	5,706,202	60,703	7,406,804
Depreciation charged in the year	-	220,542	313,367	-	533,909
At 31 December 2021	-	1,860,441	6,019,569	60,703	7,940,713
Carrying amount					
At 31 December 2021	3,795,251	957,460	9,648,783	1,764	14,403,258
At 31 December 2020	3,795,251	1,108,302	9,962,150	-	14,865,703

The net carrying value of tangible fixed assets includes the following in respect of assets held under finance leases or hire purchase contracts.

	2021 £	2020 £
Plant and equipment	740,060	882,275

QUEENWOOD GOLF CLUB LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

11	Stocks		2021	2020
			£	£
	Finished goods and goods for resale		312,017	298,865
			<u> </u>	<u> </u>
12	Debtors		2021	2020
	Amounts falling due within one year:		£	£
	Trade debtors		172,153	184,309
	Unpaid share capital		125,072	159,249
	Other debtors		12,745	360
	Prepayments and accrued income		277,224	134,838
			<u> </u>	<u> </u>
			587,194	478,756
			<u> </u>	<u> </u>
	Amounts falling due after more than one year:		2021	2020
			£	£
	Unpaid share capital		657,183	348,820
			<u> </u>	<u> </u>
	Total debtors		1,244,377	827,576
			<u> </u>	<u> </u>
13	Creditors: amounts falling due within one year		2021	2020
		Notes	£	£
	Obligations under finance leases	15	130,340	130,340
	Trade creditors		226,596	161,267
	Taxation and social security		85,242	72,309
	Other creditors		233,786	146,875
	Accruals and deferred income		140,826	36,615
			<u> </u>	<u> </u>
			816,790	547,406
			<u> </u>	<u> </u>
14	Creditors: amounts falling due after more than one year		2021	2020
		Notes	£	£
	Obligations under finance leases	15	96,926	247,914
	Other creditors		704,953	928,933
			<u> </u>	<u> </u>
			801,879	1,176,847
			<u> </u>	<u> </u>

QUEENWOOD GOLF CLUB LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

15 Finance lease obligations		
	2021	2020
Future minimum lease payments due under finance leases:	£	£
Within one year	130,340	130,340
In two to five years	96,926	247,914
	<u>227,266</u>	<u>378,254</u>

16 Retirement benefit schemes		
	2021	2020
Defined contribution schemes	£	£
Charge to profit or loss in respect of defined contribution schemes	98,153	101,856
	<u>98,153</u>	<u>101,856</u>

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund.

17 Share capital				
	2021	2020	2021	2020
Ordinary share capital	Number	Number	£	£
Issued and not fully paid				
Ordinary 'A' of £1 each	2	2	2	2
Redeemable 'B' of \$1 each	346	346	211	211
Redeemable 'International' of \$1 each	41	41	27	27
Redeemable 'L' of \$1 each	9	10	6	7
Redeemable 'N' of \$1 each	37	33	23	19
Redeemable 'P' of \$1 each	15	15	9	9
Redeemable 'J' of \$1 each	4	-	4	-
	<u>454</u>	<u>447</u>	<u>282</u>	<u>275</u>

QUEENWOOD GOLF CLUB LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

17 Share capital

(Continued)

'B', 'L', 'P', 'N', and 'International' shares can be redeemed by the member in accordance with the company's Articles of Association and the regulations of the club. A 'J' share cannot be redeemed except when converted to a 'B' or 'International' share. The 'J' share converts to a 'B' or 'International' share once the 'J' share is fully paid up.

On winding up, the 'B', 'L', 'P', 'N', 'J', and 'International' shares have priority over the 'A' shares. 'B', 'L', 'P', 'N', 'J', and 'International' shareholders will be entitled to a pro-rata amount of the most recent contribution made by a 'B', 'L', 'P', 'N', 'J', and 'International' member respectively and thereafter in the ratio of US\$5 per 'B' and 'J' shares to every US\$1 per each 'L', 'P', and 'International' shares and US\$2.50 per 'N' share.

'A' shareholders are entitled to attend and vote at any general meeting of the company or class meeting of the A member. Whereas 'B', 'L', 'P', 'J' and 'International' shareholders are only entitled to attend and vote at any general meeting where a resolution is proposed:

- to wind up the company;
- to open the company's golf facilities to the public on a continuous basis;
- for the mandatory purchases by Members of debentures or to approve the terms of such debentures;
- to sell all or substantially all of the assets of the company; or
- to increase the maximum amount of the discount.

During the year, as part of the changes to the members at the club, there were several share allotments and redemptions.

Share allotments during the year included 20 \$1 B shares, 4 \$1 N shares, 2 \$1 P shares, 2 \$1 L shares, and 4 \$1 J shares. The P shares were issued for a consideration, including share premium, of \$70,000 whilst all other shares were issued for a consideration of \$200,000 each.

Share redemptions during the year comprised 20 \$1 B shares, 2 \$1 P shares, 1 \$1 L share and 2 \$1 J shares. The P shares were redeemed for \$70,000 each whilst all other shares were redeemed for \$200,000 each.

18 Reserves

Share premium

Share premium represents the excess of proceeds received over the nominal value of new shares issued less payments made for the redemption of shares financed wholly by a new issue of shares. The redemption amount is further reduced to the extent that the company can make a permissible capital payment.

Share capital

Share capital represents the nominal value of shares that have been issued.

Retained earnings

Retained earnings represent undistributed cumulative earnings.

19 Related party transactions

During the year, one of the directors charged £53,317 (2020: £6,008) to the company in respect of travel and business expenses.

At 31 December 2021, the company owed £704,953 (2020: £928,933) to one of the directors in relation to the acquisition of the controlling interest 'A' shares for the Board of Directors. This amount is included within other creditors. The director was paid £223,980 (2020: £233,591) in respect of this balance during the year.

QUEENWOOD GOLF CLUB LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

20 Ultimate controlling party

The ultimate controlling party is Mr F. D. Green.

The immediate parent company is Queenwood Development Group LLC who are registered in the United States of America.

21 Cash generated from operations

	2021	2020
	£	£
Profit for the year after tax	964,159	441,040
Adjustments for:		
Finance costs	67,900	67,627
Depreciation and impairment of tangible fixed assets	533,909	516,283
Foreign exchange gains on cash equivalents	-	(34,616)
Movements in working capital:		
Increase in stocks	(13,152)	(13,921)
(Increase)/decrease in debtors	(450,978)	305,382
Increase/(decrease) in creditors	45,404	(480,638)
Cash generated from operations	<u>1,147,242</u>	<u>801,157</u>

22 Analysis of changes in net debt

	2021
	£
Opening net funds/(debt)	
Cash at bank and in hand	2,649,504
Obligations under finance leases	(378,254)
	<u>2,271,250</u>
Changes in net debt arising from:	
Cash flows of the entity	2,001,099
	<u>4,272,349</u>
Closing net funds/(debt) as analysed below	<u>4,272,349</u>
Closing net funds/(debt)	
Cash at bank and in hand	4,499,615
Obligations under finance leases	(227,266)
	<u>4,272,349</u>

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.